CHAPTER 1

ADMINISTRATION

As you advance in rate, you will assume more administrative responsibilities with your position. As a Second Class Storekeeper, your duties usually are confined to the management of the storeroom personnel, but as a First Class Storekeeper (SK1) or Chief Storekeeper (SKC) your responsibilities may include the whole supply department.

The job of an SK1 or SKC is not best described as "taking over." Rather this job requires additional education and effort on your part to obtain a more complete understanding of the Storekeeper rating. This understanding includes the various types of functions that the supply department performs in fulfilling both its mission and that of the ship. You also need to have the ability to organize, plan work flow, and assign personnel.

This chapter discusses some of the administrative duties and responsibilities that are assigned to an SK1 or SKC. The topics that are covered are various publications, how to prepare correspondence, the filing system, personnel management, security of supply spaces, and the various types of inspection.

This manual cannot provide an easy answer to every storekeeping problem that you may face. General principles rather than specific procedures are emphasized. As a competent leader and supervisor, you will be required to maintain a good set of publications.

PUBLICATIONS

The Navy has many different types of publications. There are publications that cover just about every type of situation you will find. As a Storekeeper, you will use certain types.

TYPES OF PUBLICATIONS

There are basically two types of publications, regulatory and procedural. Regulatory publications such as *U.S. Navy Regulations,* 1973, and *Navy Department General Orders* are applicable to all persons in the Navy and lay down broad, general rules that specify what must be done and what can or cannot be done. Procedural publications contain information pertaining to specific situations and the method of handling them, guidelines to be followed, and information that is necessary to perform your duties properly.

The number of publications required in your office is determined by several factors. First, certain publications designated by the Naval Supply Systems Command (NAVSUP) are distributed automatically with the quantity and range of publications determined by whether or not the ship has a Supply Corps officer assigned. The second factor is the size of the ship. A small ship may conduct all supply functions in one office, under the direct supervision of the supply officer, and will need only one set of publications. Larger ships may have separate offices, each under the supervision of an assistant supply officer, that are responsible for certain functions within the supply department. In this case, additional copies of certain publications would be required.

The *NAVSUP Manual,* Publication 485, paragraph 1190, requires that an accurate, up-to-date list be maintained of all official publications on board. This list must include the name of each publication, the number of copies on board, and the location of each copy. This list may be used to advantage by providing space to record changes as they are received and to make sure all publication holders receive copies of applicable changes.

You may be responsible for custody and maintenance of the publications used in your office. Although you will probably assign the job of making changes to a subordinate, you do have certain related responsibilities that should not be delegated. Therefore, you should do the following:

- Briefly review the changes and inform the supply officer of any significant changes in procedures. (The change cover sheet normally identifies significant procedural changes.)

- Ensure prompt distribution of changes to appropriate publication holders.

- Take necessary steps to procure changes when automatic distribution or sufficient copies are not received.

- Be sure the subordinate who is making changes to a publication is aware of the importance of making them promptly and correctly. Because of your rate and experience, you have the added responsibility for instructing and supervising subordinates in the use and maintenance of publications. This may be accomplished by a combination of methods.

- Include various publications in the formal training program.

- Provide opportunities for practical use of the publications rather than supplying all the answers yourself.

- Give individual on-the-job instruction to subordinates in using and maintaining publications.

DEPARTMENT OF THE NAVY PUBLICATIONS

Standard Organization and Regulations of the U.S. Navy (SORM), OPNAVINST 3120.32, gives regulations and guidance governing the conduct of all members of the U.S. Navy.

Regulations

The material in OPNAVINST3120.32 that is printed in italicized type is regulatory. These regulations apply to each member of the U.S. Navy individually and will not be further implemented.

Guidance

The material in this instruction that is printed in plain type is for guidance of commanders, commanding officers, and officers in charge. This material may be further implemented by subordinate commanders as considered necessary or appropriate,

The *NAVSUP Manual,* volume I, contains a list of publications pertaining to supply operations and provides instructions for procuring them. These publications are generally procedural in nature and, with few exceptions, are automatically distributed to ships and stations requiring them.

TYPE COMMANDER PUBLICATIONS

Some procedures, such as OPTAR accounting, are issued Navywide in the form of broad guidelines that authorize the type commanders (TYCOMs) to establish specific procedures for the ships and activities under their command. This is necessary because the types and missions of ships and activities differ greatly among the various TYCOMs. These publications must conform to basic guidelines established by the Department of the Navy.

LOCAL PUBLICATIONS

Every ship or station has its own organization manual, and every shipboard department has its own manual, which is normally a segment of the ship's organizational and regulations manual.

Ship's Organization and Regulations Manual

The ship's organization and regulations manual is issued by the commanding officer according to OPNAVINST 3120.32 to outline the duties and responsibilities of heads of departments and division officers and the various emergency bills applicable to the ship. It also provides the framework within which the functions and responsibilities of the departments must be organized so that all hands are working together in support of the ship's mission.

Supply Department Organization Manual

The supply department organization manual is produced by the supply officer and approved by the commanding officer according to OPNAVINST 3120.32.

A supply department organization manual may vary in length from a few pages to a thick volume. It provides a comprehensive outline of the duties of each job in the department. The topics covered include but are not limited to the following:

- The general organization structure using as a guide the typical organizations given in the NAVSUP P-485, chapter 1
- The normal personnel allowance of the departments and divisions
- The functions of the department and its divisions
- The responsibilities of key personnel
- The functions of the duty supply officer, duty Storekeeper, division duty petty officers, and galley watch captains
- The flow of authority within the department
- The distribution of the organization

The organization manual is revised as often as necessary to keep it current. The supply officer probably will expect you to assist by reporting out-of-date material and having you apply your knowledge and experience in preparing changes.

REVIEW AND DISPOSITION OF PUBLICATIONS

The supply officer will have a master list of all publications and notices that are held by the supply department. This list will have the title of the publication or notice, the location, the number of copies, and the publication numbers. This list will be posted in other office spaces as a quick reference.

Annual Review

All publications are required to be reviewed annually. These reviews are done to make sure the publications and notices are current. If any publications are missing changes, you, as the leading petty officer, should notify the supply officer and also contact the command that issues the publications to secure the necessary updates.

Excess

Any publications that you find in excess during the annual review should be disposed of locally. All binders in good condition are to be returned to the command that issued you the publications originally. A letter should then be mailed to the issuing activities to readjust the distribution list.

OFFICIAL CORRESPONDENCE

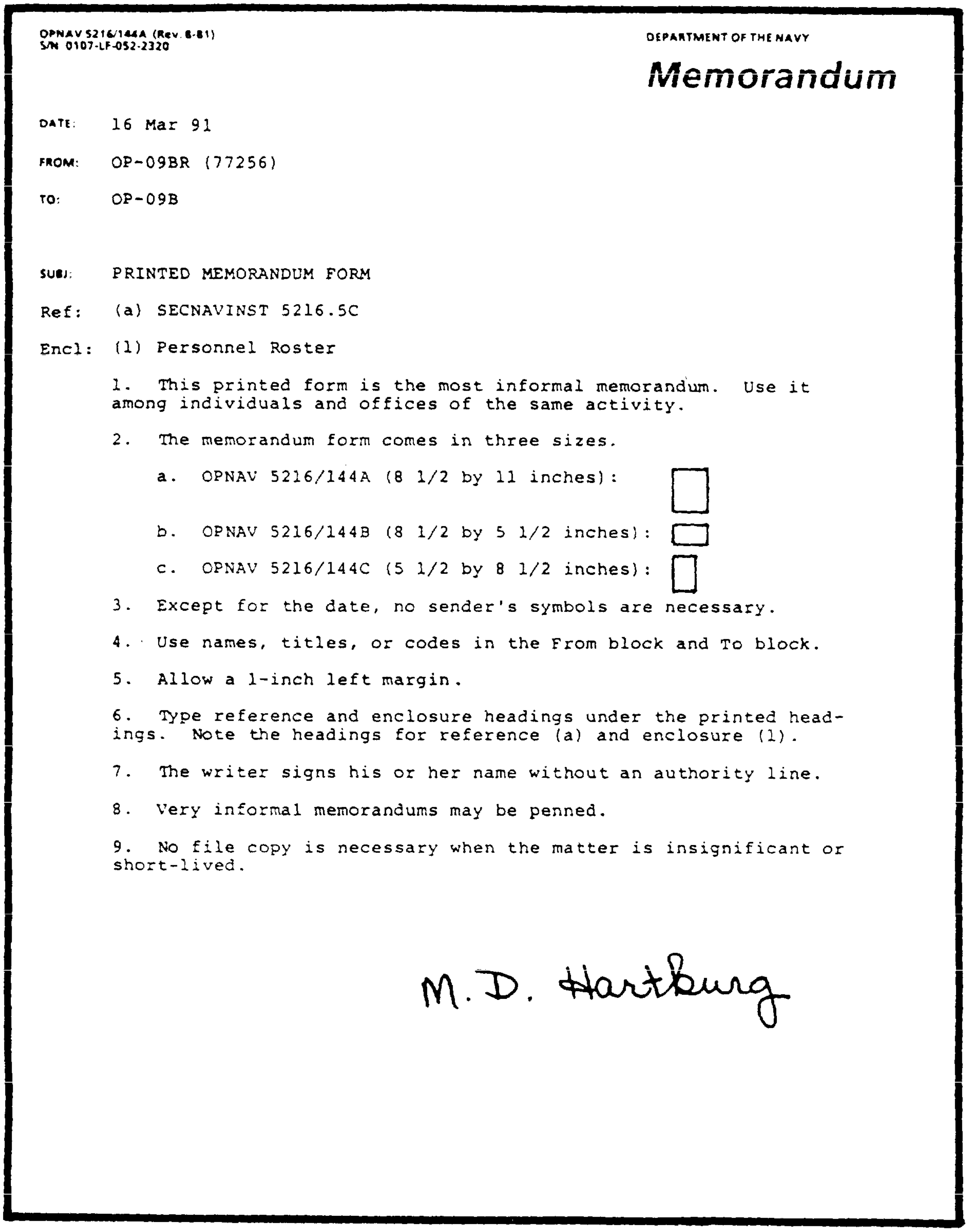
By this time, you probably have done a few letters for your division or supply officer. Official correspondence is defined as all recorded communications sent or received by any person in the execution of his or her duties or position. All correspondence should be prepared in a standard manner. Therefore, all official correspondence will be prepared according to the instructions contained in the *Department of the Navy Correspondence Manual,* SECNAVINST 5216.5. All letters, messages, official correspondence, and memorandums should be typed or printed, if possible.

PREPARATION

In preparing correspondence, you may have to either answer another command's request or obtain information that will help you to perform your job. In either case, the supply officer will review your correspondence before forwarding. You should prepare correspondence in a concise and clear manner. There are three basic steps used in preparing correspondence: planning, organizing, and evaluating.

Planning the Letter

Before you tackle any task, you must do some sort of planning to make your job easier and the finished product clearer. The same is true for letter writing. To draft a meaningful letter, you must have a clear knowledge of its purpose. Most Navy letters either request permission, action, or information or provide a reply to such requests. Not every letter will fall into these categories. Furthermore, if the purpose is to request something, you must be certain the request is clearly and definitely stated. Usually, there should also be a statement as to why the request is being made. When a letter is written in reply to one received, the receipt is generally acknowledged, both as a reference and in the body of the reply. If a request has been made, the most important thing in the reply is a clear statement as to whether the request is granted or denied. Long letters



OPNAV 5216/144A (Rev. 8-81)
S/N 0107-LF-052-2320

DEPARTMENT OF THE NAVY

Memorandum

DATE: 16 Mar 91

FROM: OP-09BR (77256)

TO: OP-09B

SUBJ: PRINTED MEMORANDUM FORM

Ref: (a) SECNAVINST 5216.5C

Encl: (1) Personnel Roster

1. This printed form is the most informal memorandum. Use it among individuals and offices of the same activity.

2. The memorandum form comes in three sizes.

   a. OPNAV 5216/144A (8 1/2 by 11 inches): ☐

   b. OPNAV 5216/144B (8 1/2 by 5 1/2 inches): ☐

   c. OPNAV 5216/144C (5 1/2 by 8 1/2 inches): ☐

3. Except for the date, no sender's symbols are necessary.

4. Use names, titles, or codes in the From block and To block.

5. Allow a 1-inch left margin.

6. Type reference and enclosure headings under the printed headings. Note the headings for reference (a) and enclosure (1).

7. The writer signs his or her name without an authority line.

8. Very informal memorandums may be penned.

9. No file copy is necessary when the matter is insignificant or short-lived.

M.D. Hartburg

Figure 1-1.—Printed memorandum form.

frequently need a summarizing statement as the final paragraph.

Organizing the Letter

Organizing the letter involves placing all parts of the letter in their proper order. The order should be planned with the reader in mind. For instance, a letter of request may begin with the request and be followed by an explanation of why the request is made. Importantly, the body of the letter should be seen as a series of complete units arranged in the most logical order possible to maintain continuity from one unit to another.

Evaluating the Letter

After you have planned, organized, and written your letter, review it carefully for accuracy and effectiveness. Check it against the following questions:

- Is the letter COMPLETE?
- Is the letter CONCISE?
- Is the letter CLEAR?
- Is the letter CORRECT?
- Is the letter COURTEOUS?

Naval Message

A naval message is used for urgent communication where speed is important. Whenever possible, use other means of communication to send information to a destination, provided it will arrive in a timely manner. The text of a message must be clear, accurate, and concise. Conciseness of your message must not compromise its accuracy. Do not blur your message with unfamiliar phrases and expressions. Your message should transmit your concise thoughts precisely.

All messages are assigned a date-time group by the communications office at the time of release. Date-time groups are based on Greenwich mean time (GMT). When answering an incoming message, you will always reference the date-time group of this message.

MEMORANDUM

As you advance in your rating, you have hopefully seen a few memorandums. They usually provide an informal way of communicating with another individual or office within your command. Memorandums can sometimes be used to communicate between other activities. There are four types of memorandums. The two informal types include the printed or written memorandum and the plan-paper memorandum. The two more formal types include the letterhead memorandum and the memorandum-for memorandum. Informal memorandums do not require filing. The formal memorandums, however, should be filed. Also these two formal memorandums need to have the proper heading information just like a formal letter. For examples of these four types of memorandums, see figures 1-1 through 1-4.

FACSIMILE SIGNATURE

Facsimile signatures may be used on official correspondence. The facsimile signature is a rubber stamp that is kept with that individual officer. You can use this stamp on official correspondence that was originated by that officer, either in the Navy Department or in the field.

SECURITY OF OFFICIAL CORRESPONDENCE

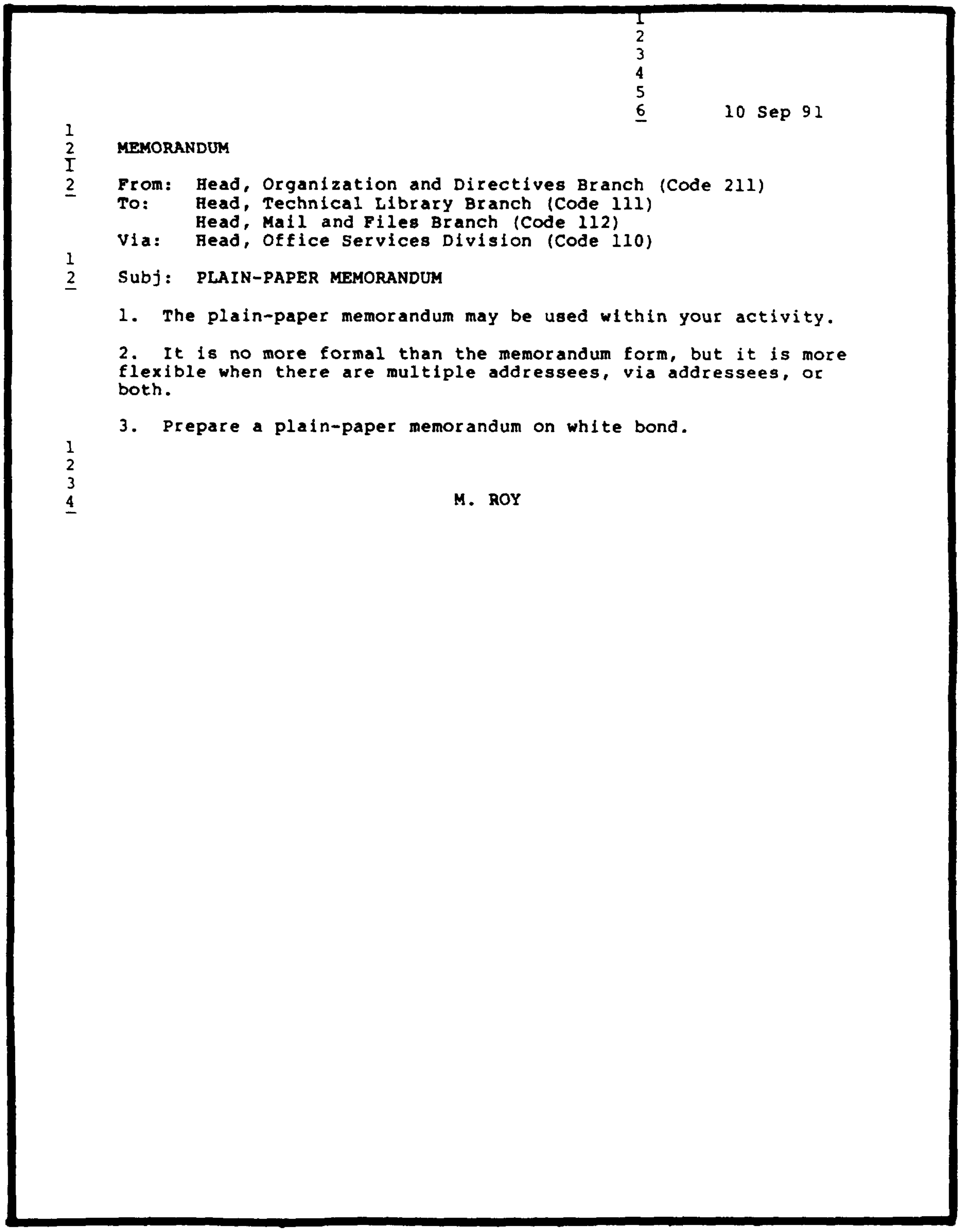
Official correspondence that must be limited in circulation because of its degree of security classification will be properly classified, marked, handled, or transmitted following the instructions in *Navy Regulations, 1973,* and the *Department of the Navy Information and Personnel Security Program Regulation,* OPNAVINST 5510.1.

FILES

You have probably performed most of the filing operations required in the supply department and have coded correspondence using the *Department of the Navy Standard Subject Identification Codes* (SSIC), SECNAVINST 5210.11. As a junior Storekeeper, you have classified, coded, and filed material under direction. Now, you will be doing the directing.

ORGANIZATION OF FILES

A filing system is a tool used to make office procedures more efficient. Regardless of whether you are setting up a new filing system or working



1
2
3
4
5
6 10 Sep 91

1
2 MEMORANDUM
1
2 From: Head, Organization and Directives Branch (Code 211)
To: Head, Technical Library Branch (Code 111)
Head, Mail and Files Branch (Code 112)
Via: Head, Office Services Division (Code 110)

1
2 Subj: PLAIN-PAPER MEMORANDUM

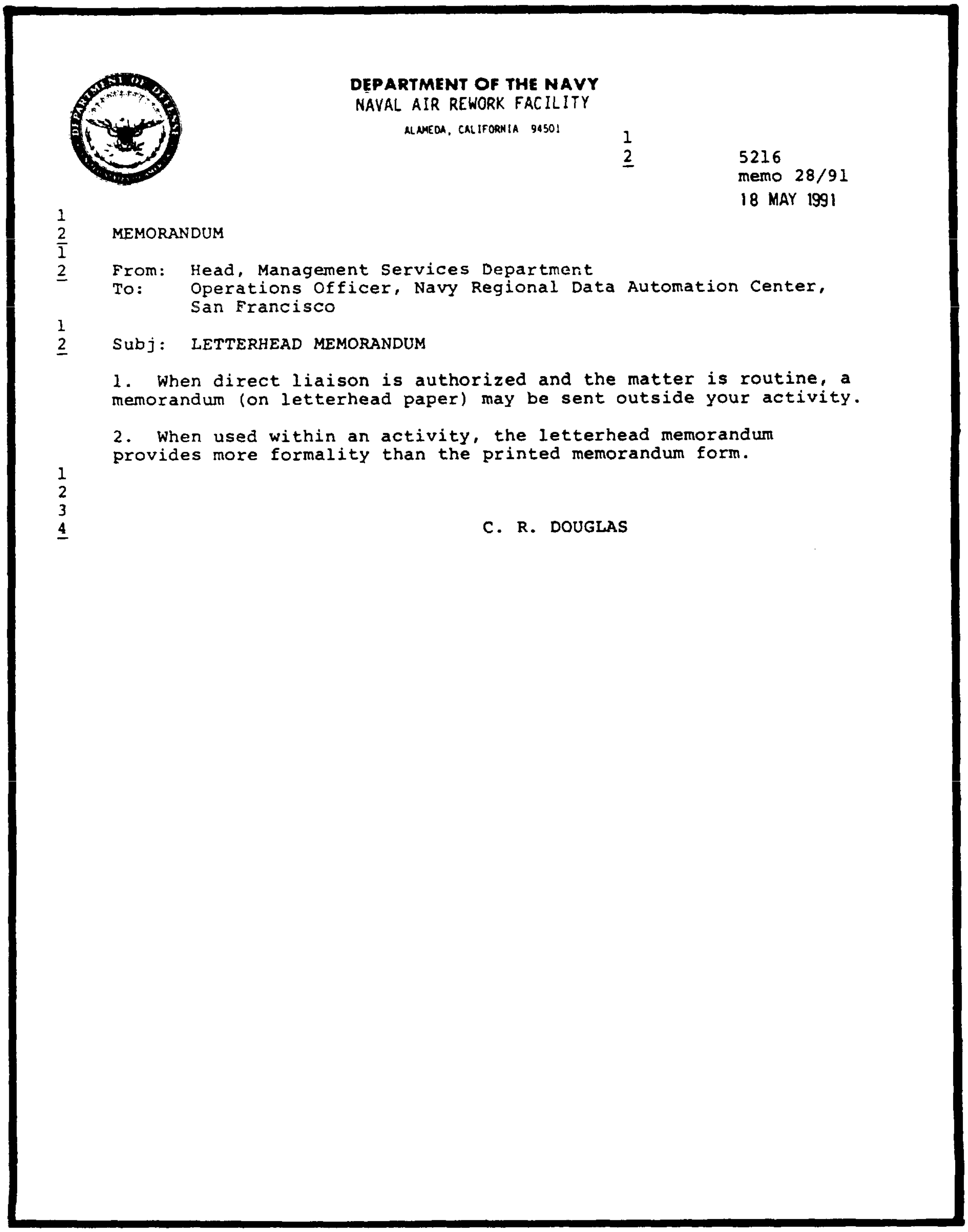
1. The plain-paper memorandum may be used within your activity.

2. It is no more formal than the memorandum form, but it is more flexible when there are multiple addressees, via addressees, or both.

3. Prepare a plain-paper memorandum on white bond.

1
2
3
4 M. ROY

Figure 1-2.—Plain-paper memorandum.



DEPARTMENT OF THE NAVY
NAVAL AIR REWORK FACILITY
ALAMEDA, CALIFORNIA 94501

1
2
5216
memo 28/91
18 MAY 1991

1
2 MEMORANDUM

1
2 From: Head, Management Services Department
To: Operations Officer, Navy Regional Data Automation Center, San Francisco

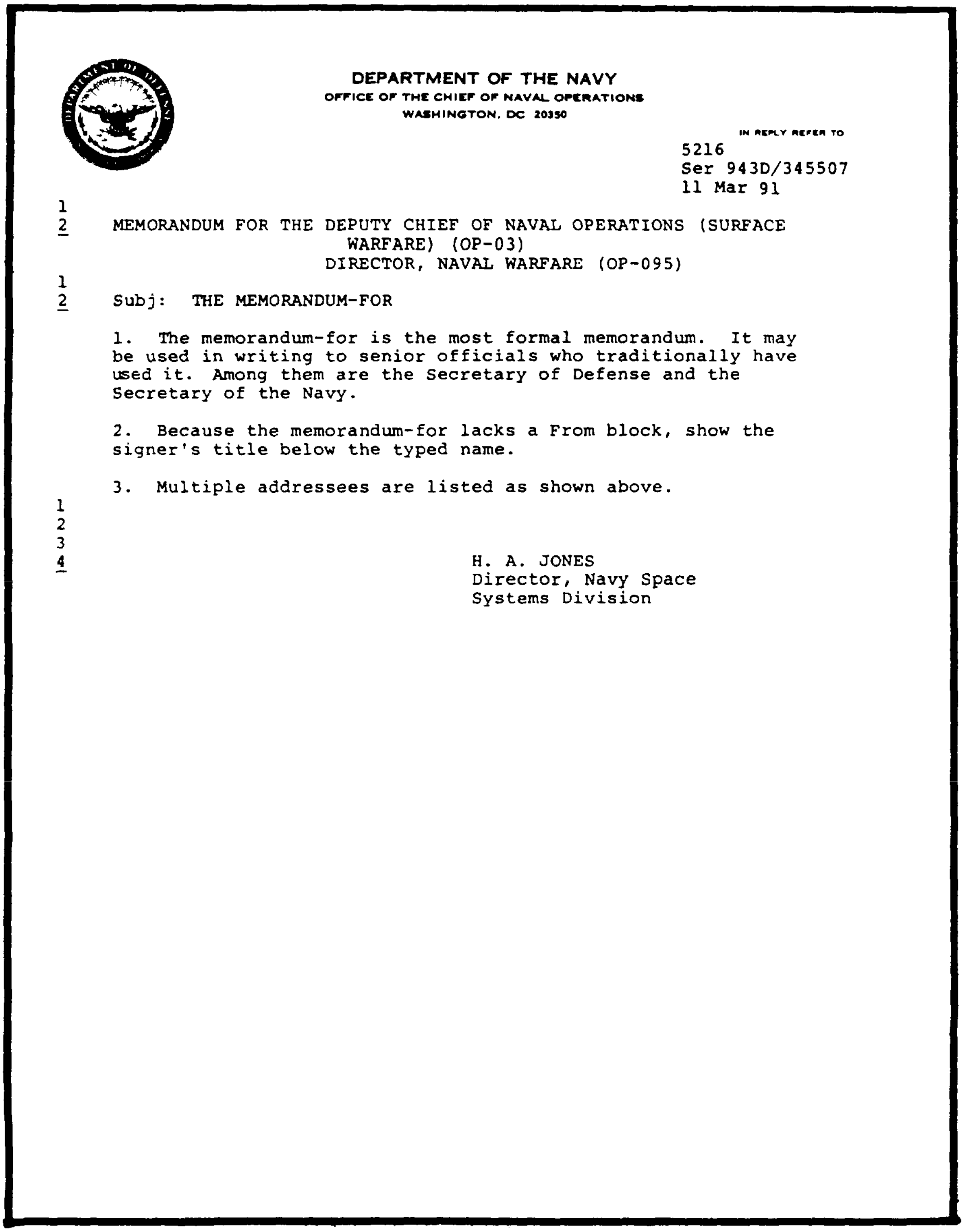
1
2 Subj: LETTERHEAD MEMORANDUM

1. When direct liaison is authorized and the matter is routine, a memorandum (on letterhead paper) may be sent outside your activity.

2. When used within an activity, the letterhead memorandum provides more formality than the printed memorandum form.

1
2
3
4 C. R. DOUGLAS

Figure 1-3.—Letterhead memorandum.



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350

IN REPLY REFER TO
5216
Ser 943D/345507
11 Mar 91

1
2 MEMORANDUM FOR THE DEPUTY CHIEF OF NAVAL OPERATIONS (SURFACE WARFARE) (OP-03)
DIRECTOR, NAVAL WARFARE (OP-095)

1
2 Subj: THE MEMORANDUM-FOR

1. The memorandum-for is the most formal memorandum. It may be used in writing to senior officials who traditionally have used it. Among them are the Secretary of Defense and the Secretary of the Navy.

2. Because the memorandum-for lacks a From block, show the signer's title below the typed name.

3. Multiple addressees are listed as shown above.

1
2
3
4

H. A. JONES
Director, Navy Space
Systems Division

Figure 1-4.—Memorandum-for memorandum.

with an established system, the size and scope of the files should be determined by analyzing the filing requirements of your particular supply department. On smaller ships or shore installations where most of the clerical work is performed in one office, it may be easier to maintain just one set of files for the entire supply department. However, if each division performs its own clerical work apart from the supply office, then it would be easier for each division to maintain its own set of files. Other factors that you must consider in deciding a file arrangement include the amount of material to be filed, the frequency of file usage, and the amount of work space for the files. You may choose to set up the entire filing system according to Navy SSICs, or you may want to set up a more personalized system that works especially well for you. Whatever way you choose, the filing system should be just as easy for other personnel who use it.

After the filing system has been set up, you must ask yourself if your filing system is adequate. This question cannot be answered by producing a filing cabinet full of neat, orderly, but empty file folders. Rather, the test of effectiveness is answered by the ease of access to the files, accuracy of filing, and the ability of relevant personnel to easily retrieve or file necessary material.

To make sure material is accurately and promptly filed, definite responsibilities should be assigned. One person may be assigned the job of filing all routine papers. Whereas each person in the office may be responsible for filing correspondence and documents relating to his or her particular job.

Some of the various supply files such as the master record, microfiche, tickler, message, COSAL equipment, order supplies and services, and stock record/requisition files are discussed next.

Master Record File

The master record file is just a complete list of all the different files the supply department maintains. This master copy of the file is retained by the supply officer, Copies of this file should be posted in appropriately selected offices and spaces. This file should be periodically updated.

Microfiche File

Every ship and shore installation should have the necessary microfiche files on hand to perform their assigned tasks. These files should include the national stock number, cross-reference (part number to stock number and vice versa), illustrated shopping guide, mandatory turn-in repairables/depot level repairable (MTR/DLR) material, and the coordinated shipboard allowance list (COSAL) microfiches. Some of these files are updated quarterly and sent to each active ship that is on the distribution list. To get on the distribution list, you have to order those particular files by filling out a requisition. Once you order the material, you will be on the automated list. To find out where you can order the necessary microfiche files, you should contact the Ships Parts Control Center in Mechanicsburg, Pennsylvania.

Tickler File

A tickler file is a very good tool to use as a supervisor. You use a tickler file for daily planning of the weekly workload. You can use your calendar by making notations for the day or week in which jobs have to be either started or completed. If you do not want to use your calendar, you can use an index file with 3-inch by 5-inch cards set up for each day, or whatever time frame you choose.

Message File

Every ship or station will always have a couple of message files. The different types of message files include incoming, outgoing, and action required. All messages should be filed by the date-time group so that they can readily be located.

COSAL Equipment File

The COSAL equipment file should contain any changes that the ship has made to its equipment and stock. These changes are accomplished through many different types of paper work, such as a fleet COSAL feedback report (FCFBR), an allowance change request (ACR), or a configuration change report (CCR). You should review these forms to be sure they are filled out correctly. More information on this topic is included in chapter 2.

Order Supplies and Services File

This file is for any material that you order using open purchase. You should have two files, one for the outstanding material and one for all material that has been received. These files will be kept by each fiscal year. The filing system will be kept in requisition number order. You should review this file at least weekly to make sure of completeness and orderliness.

Stock Record/Requisition Files

The stock record/requisition files are the most important that a supply department has to maintain. These files are the records of all the material that you carry on board and the requisitions that you have submitted and completed.

You must update your stock record file daily by posting issues, receipts, shortages, and any inventories that have occurred. These cards should be filed in stock number order by national item identification number (NIIN), You should have two separate card files, one for high-usage or selected item management (SIM) items and one for low-usage or non-SIM items.

The requisition file must be kept by fiscal year. This file will be kept in requisition number order. You should maintain this file according to the *Navy and Marine Corps Records and Disposition Manual,* SECNAVINST 5212.5.

DISPOSAL OF RECORDS

Files and records are disposed of according to the *Navy and Marine Corps Records and Disposition Manual.* A ship or shore station should have instructions written regarding the disposal of classified files.

Aboard ship, usually you can dispose of classified files by either burning or shredding the material. You should always keep a log of which files you shred or burn.

CLOSING OUT FILES

Closing out files is accomplished on a specified date. You transfer the closed-out files to a local storage location and then open new files. This should be done at the end of each fiscal year for fiscal and accounting records. Correspondence and general files should be closed out at the end of the calendar year.

SECURITY OF FILES

The supply officer and you should make sure all office records are safeguarded from loss or accidental destruction. Such records will be removed from the supply office only when absolutely necessary. Any files that are in the possession of your personnel should be handled according to the *Department of the Navy Information and Personnel Security Program Regulation,* OPNAVINST 5510.1, and any pertinent shipboard instructions.

PERSONNEL MANAGEMENT

One of the concerns of personnel management is the assignment of personnel on the basis of capacity and interest to perform specific functions, tasks, and duties. It involves recognizing that every individual uses a basic knowledge, skill, or ability in performing a task and these capacities should be fully used. You should be able to exercise your leadership responsibilities in dealing with these human relations. Leadership can be defined as the ability to direct or influence the behavior of others toward specific goals. In carrying out this mission, your responsibilities do not stop with the assignment of duties and the delegation of authority. You must also control the functions.

Refer to *Human Behavior and Leadership,* NAVEDTRA 10058. This manual is written for leading petty officers of the U.S. Navy to assist them in leading their people. As a first class, you will be required to attend a highly interactive Navy leader development program (NLDP) course before going up for chief. This training will help you in making personnel assignments and will improve your general leadership ability.

PERSONNEL ASSIGNMENT

One of the most difficult tasks facing a supervisor is making a fair and efficient distribution of individual jobs among assigned personnel. If this could be done by a simple mathematical formula (jobs ÷ available personnel = distribution), it would present no problem. However, it is not that simple. Your personnel will have varying degrees of knowledge and experience. Also, the jobs differ in complexity, required time to perform, and frequency of performance. While the ultimate responsibility for the assignment of personnel rests with the supply officer, this officer will rely heavily on your recommendations.

What Are the Jobs?

The first step in planning personnel assignments is to prepare a list of all jobs that are required in performing the supply functions for which you are responsible. The size of the list depends upon the number of supply functions under your supervision and the degree to which you break down these functions into jobs. It is not necessary to list every motion required to perform a job, but each separate, distinct job should be shown.

The list should not be limited to routine work; it should include not only preparing reports but also other jobs that are performed less frequently.

What Is Required?

The next step is to analyze the job requirements. The major purpose of job analysis is to help you to make the most effective use of manpower. Therefore, you decide how much information is needed about each job. You can make the analysis as simple or as elaborate as you deem necessary. The items listed below could be used in making a job analysis; either by listing on a separate sheet of paper for each job or in the form of a chart using separate columns for each job:

- Operation performed
  - Where performed
  - Knowledge required
  - Skill and experience required
  - Equipment and material required
- Information required to perform
  - How obtained
  - Where obtained
- Time required to perform
- Frequency of operation
- Disposition of completed work
- Related jobs

Another feature of job analyses, in addition to determining skills required to perform the various jobs efficiently, is the information pertaining to related jobs. You may use this information to group similar jobs so that they may be assigned to the same person.

Who Can Do the Job?

Now that you have inventoried and analyzed the jobs to be performed, all you have to do is match your people with the skill requirements in the job analysis. Simple? Hardly. You will seldom be in the position of having a group of people possess all the skills required.

At this point you are primarily concerned with assigning a person to each job. Therefore, the job responsibility should be assigned to the person most nearly meeting the skill requirements. Rate alone is not always the best way to make this determination. An SKSN may have had more experience in a particular job than an SK3, or an SK3 may be more qualified in an area than an SK2. Another factor to be considered is the number of jobs and the number of members you have to fill them. The number of jobs to be assigned to a member depends upon the member’s experience. The more experienced person may be able to handle several jobs with ease; whereas the person with limited experience may be able to do only one job successfully.

However, with all the inventorying and analyzing, do not forget that you are dealing with people and not stores. Try to find out something about the person you are assigning. The member may have special aptitudes, interests, physical characteristics, or personality traits that make the member particularly well suited or very unsuited to certain tasks. These traits should be considered when making assignments. This is not to say that your members should be coddled, but a member doing a job that the member likes and is well suited for will do a better job with less supervision.

Your goal should be the timely, accurate completion of all jobs with the work equitably distributed among all personnel.

Job Rotation

Once you have assigned jobs to each of your members, do not be misled into assuming that you have everything covered. Every person will not be on the job every day; you will have people going on TAD or leave or being transferred. Some provision must be made to cover the jobs these people were doing.

Job rotation should not become a periodic game of “musical chairs.” Each reassignment should be a progression from an easier job to a harder one, and the member must stay in each job long enough to develop a sense of responsibility for doing it right. Otherwise, you are apt to end up with a group of members who know a little bit about a lot of jobs but are generally confused about the purpose and procedures for any one of them.

Everyone benefits when more than one person is qualified to handle each of the jobs in the department. The ship benefits since, in an emergency, there will be someone to take over a job. You benefit because your job of planning work and leave schedules is easier since the most efficient use can be made of personnel. The member benefits because of a feeling of accomplishment and pride in work and the chance of advancement are greatly increased.

SUPERVISION

It is difficult to describe a good supervisor and even more difficult to become one. The methods of supervision depend on the individual personality and traits of the people being supervised and the supervisor.

The most effective supervision is maintained when there is mutual respect between the supervisor and the subordinates. A form of supervision exists when all work is performed in response to specific orders and exactly as ordered. However, this form of supervision is unfair to both the supervisor and the subordinate since it requires the supervisor to use an excessive amount of time on details, and it robs the subordinate of responsibility and the initiative the subordinate must have to become a better SK.

Nearly everyone has a built-in competitive spirit that can be used to advantage. Competition may exist between members of different storerooms, between storeroom and office personnel, between supply divisions, or between departments. If you sense that worthwhile competition is being replaced by petty faultfinding, it is time to rechannel the misdirected energy.

Span of Control

The number of individuals you can supervise adequately depends on the work you have to do and the amount of time required to accomplish it. The number of personnel directly supervised by one person should generally not be less than three nor more than seven. If the functions of your office are fairly routine, the span of control may be larger. However, when you find yourself bogged down to such an extent that you cannot find time for supervision or for your special duties, then it is time to reduce your larger span of (direct) control.

Each group should be headed by a petty officer responsible to you for the professional (and sometimes military) performance of the people in the group. This leaves you free to supervise broadly, to concentrate on problems needing special attention, to handle special work assigned by your supervisor, and to attend to those duties that can be performed only by the leading Storekeeper.

Unity of Command

Unity of command simply means that a person should report directly to and receive orders from one superior. When you assign responsibility to a petty officer for a group of people, the petty officer should have control. This means that the petty officer alone should issue orders to and receive reports from that group. Unity of command also requires that the petty officer knows who the petty officer directs and to whom the petty officer reports, and that the members of the group understand to whom they report.

Authority Equals Responsibility

Good organization always matches responsibility with authority. This means that when you assign responsibility for doing a job to one of your subordinates you also delegate to the subordinate the necessary authority for its accomplishment. The subordinate should have the authority to require from those under supervision the action necessary to get the job done.

How Much Supervision?

It is a curious thing that while most of us like to feel that our seniors know what is going on, we strongly resent the sense that someone is watching our every move. We especially resent being watched if we think the watcher is constantly looking for something to complain about.

With people whose abilities and methods of working you know well, you actually can dismiss thoughts about a piece of work once it is assigned. However, this is not always true. A good supervisor knows which workers can be relied upon to proceed on their own and which ones need closer supervision and direction. Just the fact that you are paying attention to what they do has a beneficial effect on the atmosphere of the office.

One mistake commonly made by less experienced supervisors is to do a great deal of observing but apply very little thought to what is observed.

A successful supervisor often gets more out of a brief, casual visit than another supervisor would get from standing around for an hour watching the person at work. This is because the successful supervisor knows as much as possible about each worker, concentrates on what the worker is doing, and realizes how the worker is doing it. The supervisor usually adopts a casual manner to spare the worker embarrassment, but there is nothing casual or careless about the supervision the successful supervisor is exercising.

Avoid, if possible, the type of criticism that merely condemns. Most workers mean to do their jobs well most of the time. If you start with this assumption, you will find that you have arranged yourself on the side of the worker rather than against the worker. If you take it for granted that the worker means to do well and you can offer help in doing better, there is no need for the worker to fear you or feel antagonism toward you. However, do not make the mistake of trying to explain this to the worker. Just adopt a spirit of helpfulness as your fundamental attitude and make it a basis of your comments and actions. When you see one of your members doing something entirely wrong, your purpose is not merely to stop the member, but also to start the person doing the job right. So, instead of just saying, “Don’t do it that way,” tell or show the person how to do it correctly. Most people will sense your attitude and respond to it.

When you have given criticism, you should carry through to see that your directions are being followed. Again, do not be too fussy or obvious about it, but be sure that you do the necessary checking. You should use a friendly manner in following up criticism of subordinates’ performance. However, this attitude should be underlaid by a firm purpose to get the work done right. This will give you a “fair but firm” label with your subordinates.

Do not be an absentee supervisor. This is a particular problem when your area of supervision includes more than one space, such as a group of storerooms. If one of the spaces is run by a capable petty officer, the tendency is to concentrate attention on the other spaces to the exclusion of the one space. To make sure good working habits are maintained, you must spend some time in each space and maintain direct communications with all your supervisory personnel.

TRAINING

Training in the Navy serves a “double-barreled” purpose. It serves the Navy’s need by providing personnel who have the knowledge and skill necessary to perform their jobs. It also serves the person’s need by enabling the person to gain the prestige and higher pay that goes with advancement in rate.

When you receive a new member in your department or division, whether from an A, a C, or a Shipboard Uniform Automated Data Processing System (SUADPS) school, or another ship, station, or department on your ship, the member’s training and your learning should start.

If the member comes from an A, a C, or a SUADPS school, you have some idea of the member’s knowledge and some idea as to how you can best use the member’s talents. If the member comes from another ship or station, the service record may provide some idea as to the member’s experience and capabilities. Personnel transferred to the supply department from any other department on your ship are usually without supply experience and you must spend some additional time with their individual training.

One highly effective method used to determine the person’s capabilities is conversation. An hour spent in a face-to-face talk over coffee and doughnuts not only makes the person feel like a welcome addition to your department or division but also provides you the opportunity to learn about the person. In this way you both benefit.

What if you are the new member? Well, a few days spent listening and observing your new division at work could and often does help you when you set up your training schedule or in making major job reassignments.

Once you have determined the training requirements for your department, you must implement a meaningful training program to make sure each member in the department receives the best available training. Several methods of training will now be discussed.

Navy Schools

The Storekeeper courses offered by fleet training commands should not be overlooked in your training programs. These courses will vary in length from the complete Storekeeper A school of 8 weeks, down to 1- and 2-week package courses. There is also training offered for various types of Navy Enlisted Classifications (NECs), such as the following:

- 2814 - SNAP II SFM SK
- 2815 - Independent SK Afloat
- 2820 - SNAP II SFM Functional Area Supervisor

- 2822 - Supply and Accounting (SUADPS) Technical Specialist

There are many more NECs and they can be found in NAVPERS 18068. All these schools offer an excellent chance for you to get your personnel top-notch training. All the schools are organized by fleet training commands (FLTTRACOMs) on both coasts. They provide the instructors and training material. Fleet input to the schools is controlled by the FLTTRACOM, and announcements as to subject matter, class dates, and quotas are usually contained in FLTTRACOM or TYCOM instructions. The announcements of some schools are sent out by message to all commands from FLTTRACOMs.

Shipboard Training

Shipboard training consists of formal and informal training programs. Both of these methods are highly effective when carefully planned and carried out.

FORMAL TRAINING.— When developing a formal training program plan, you should include the subject matter to be covered, frequency of training periods, length of training periods, and the instructor responsible for each lesson. The schedule must be flexible enough to permit changes when required by a heavy or an unforeseen workload or when more than one period is required to adequately explain a particular lesson. While specific lessons are usually assigned to the instructor considered most qualified, keep in mind that instructing is also a requirement for advancement. Lesser qualified personnel should not be overlooked as instructors. Their participation in the training program gives them a chance to increase their knowledge and skill through on-the-job training (OJT), and it provides a change of pace for the trainees. Subject matter should include military as well as professional topics.

INFORMAL TRAINING.— Informal training, or OJT as it is popularly called, is best used to teach a specific job or part of a job to one or two people. Informal training includes the intensive training and supervision of individuals in making sure they learn their jobs correctly and understand the reasons for their jobs.

No matter how OJT is applied in your department, please remember that it is not a substitute for a formal training program.

The formal training and OJT you offer should accomplish three purposes:

1. It should give your members a picture of the total operation of the supply department and how each person's job fits into that operation.
2. It should instruct the members in the knowledge they should have to do their own jobs.
3. It should, in conjunction with correspondence courses and independent reading, help prepare the members to qualify for advancement.

SECURITY OF SUPPLY SPACES

The security of supply spaces is very important. Any office spaces or storerooms are to be kept locked if not attended. Every ship will have a departmental instruction regarding the groupings and access to spaces. You should have a key log and a key locker for all the keys to your spaces.

SPACE GROUPINGS

There are four different types of supply space groupings.

Group I - General Stores

Group II - Foodservice Spaces

Groups III and IV - Ship's Store Spaces

The spaces that you will be concerned with are mainly in Group I. Group I spaces pertain to general stores spaces, including storerooms, special lockers, and related spaces. The Navy Stock Account, classes 207 and 224, material is included in this group. Each storeroom will have an original key and a duplicate key that are different from keys to the other spaces. The original keys will be kept locked in a key locker at the end of each day. These keys will be checked out at the beginning of each day by the individual who is in charge of the space. The duplicate keys and the master key to the series of locks will be retained by the supply officer or his or her designated representative.

ACCESS TO SUPPLY SPACES

Access to the supply spaces will be allowed only to authorized supply personnel. Any other personnel who desire access to supply spaces should have permission from the supply officer or from the leading petty officer. Keys to supply spaces should be in the custody of the personnel who are responsible for those storerooms.

INSPECTIONS

The inspections in the supply department include supply management assessment (SMA), personnel and shipwide. As the leading petty officer, you should make sure your spaces, personnel, and records are always ready for inspection.

SUPPLY MANAGEMENT ASSESSMENT

The SMA, which is an integral part of the Fleet Command Inspection Program described in OPNAVINST 5040.12, is a periodic evaluation of an operating unit's supply department. The inspections are scheduled by immediate unit commanders (IUCs) according to the frequency established by the cognizant fleet commander in chief. Such inspections are conducted by type commander inspection teams that are requested and coordinated by the IUCs. The IUC is responsible for notifying the commanding officer of the unit to be inspected 24 hours in advance of the scheduled inspection. The primary objectives of each inspection are the following:

1. Evaluate the efficiency and effectiveness of supply department functions in support of the operating unit's assigned mission(s)
2. Determine the adequacy and quality of resources (that is, personnel, funds, facilities, or equipment) available to the supply department
3. Assess the effect of any resource or administrative deficiencies on the unit's ability to perform its mission(s)
4. Recommend, via the chain of command, appropriate action to correct deficiencies

Inspection Reports

The inspecting officer will prepare an inspection report describing conditions disclosed during inspection. The report will include both unsatisfactory and meritorious conditions noted. In addition, inspecting officers are encouraged to include in their report recommended modifications or changes that, in their opinion, will improve supply effectiveness at the shipboard or fleet level. The inspection report will be prepared and submitted as prescribed by the IUC.

Preparation for Supply Management Assessments

Probably the best place to start preparing for an SMA is the report of the last inspection, since this will no doubt be one of the items checked by the inspecting officer. Were all discrepancies corrected? Are current supply procedures in effect to prevent recurrence? This is the logical place to start, not only because it will be checked by the inspecting officer, but also because it points out former weaknesses in the department.

Another source of information is the inspection checkoff list which is frequently distributed before the inspection. By using this and the report of the last inspection, you can conduct your own inspection far enough in advance so that deficient areas can be corrected. Preparing for the inspection will produce the best results when you use it as an opportunity to step back and take a good, hard, objective look at the operations of your department. In this way you will be able to see it much as the inspecting officer will and make improvements where they are needed. To obtain a more realistic objective, you may prefer to ask an officer or a senior petty officer from another supply department to conduct your "reinspection."

When all supply functions are adequately staffed and supervised, the supply management inspection should not cause a "panic button" situation since the best way to prepare for inspection is to stay ready. This requires that you give proper attention to all jobs for which you are responsible, and it must be constant attention rather than once a year.

PERSONNEL INSPECTIONS

Personnel inspections are time-consuming but are necessary to present a sharp looking command, department, or division. These types of inspections are held either periodically or daily.

Commanding Officer Inspections

The commanding officers of commands will usually hold a personnel inspection once a quarter. These inspections can be held in a variety of uniforms. These types of inspections will also be held upon the change of commanding officers or for an administration inspection. As the first class or chief, you should make sure your people are completely ready at least a week before the inspection.

Quarters

A very good leader will always inspect his or her personnel every morning at quarters. This was taught to you as you came up through the ranks and at NLDP school. You always want to have the sharpest looking division. You can instill pride in your people by making sure they look sharp. You should set the example for the rest of the command.

Ship

Aboard ship, you will always have some type of inspection, whether it is personnel, equipment, records, or any other type of inspection that happens to fall on your command. You will have to have your division ready for these types of inspections daily. The better you are prepared, the better your division will do.

Periodic

You will, as mentioned previously, have various types of inspections. To help your people and division to be ready, you can hold periodic inspections on what you know will be coming up in the future. To do this, always get the last inspection report and go over everything, mainly any of the discrepancies.

Spaces

As the first class or chief, you should set up a weekly inspection of all your spaces. You should look for things like cleanliness, what needs to be repaired and/or painted, and orderliness of your storerooms. A neat and clean space will show other individuals that you and especially your personnel have pride in their work spaces.

Duty Supply Officer

The duty supply officer is responsible, when he or she has duty, for making sure all the supply spaces are clean before eight o'clock reports and before quarters in the morning.

Leading Petty Officer

As the leading petty officer or chief, you should have someone always inspect your spaces at the end of each workday. After they finish inspecting the spaces, have them report back to you on the cleanliness, so that you can report to the department head or to the duty supply officer for that day.